

# Council Operating Guidelines



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## 1 GENERAL INFORMATION

The Institute of Transportation Engineers (ITE), a community of transportation professionals, is one of the largest and fastest-growing multimodal individual member professional transportation organizations in the world. ITE members are traffic engineers, transportation planners and other professionals who are responsible for meeting society's needs for safe and efficient surface transportation through planning, designing, implementing, operating, managing and maintaining surface transportation systems worldwide.

The strategic plan of ITE creates the framework guiding its future direction. ITE's mission is to be the principal source of professional expertise, knowledge and ideas promoting transportation science and principles internationally. Our core purpose is to advance transportation knowledge and practices for the benefit of society. This is shown through our core values of:

- **Inspiration:** Demonstrated by an earned reputation as a valued professional organization respected for its innovative thought, adaptive capabilities and effectiveness in making a meaningful difference in quality of life.
- **Integrity:** Demonstrated by words and ethical behavior characterized by uncompromised honesty, objectivity and impartiality.
- **Social Responsibility:** Demonstrated by an abiding dedication to professional expertise, sound advice and transparent communication, ever conscious of the public good.
- **Collegiality:** Demonstrated by a continuous commitment to collaboration and cooperative spirit among peers in an interdisciplinary global community.

In order to fulfill our mission and to express our core values, ITE established the following goals:

- **Goal for Quality of Life:** The public will experience an improved quality of life through cleaner, safer and efficient transportation systems.
- **Goal for Professional Knowledge:** Transportation professionals, students and policy-makers will view ITE as the premier source for global transportation information, insight and solutions tailored to their needs.
- **Goal for Transportation Public Policy:** Transportation-related public policy will be influenced by ITE's strong professional voice.
- **Goal for The Profession:** 1) The transportation profession will be recognized for technical excellence for contributing to sustainable communities, and 2) talented students will be attracted to the transportation profession as an opportunity to make a positive contribution to the world.
- **Goal for Collaboration among transportation-related professional organizations:** 1) Global organizations will value and seek ITE as a leader and partner to bring together related groups to advance transportation solutions, and 2) ITE members will enjoy a collegial and collaborative environment that advances technical knowledge, provides opportunities for workforce development and creates forums for global information exchange and networking.

The strategic plan establishes the organizational foundation for the future of ITE. This document serves as the operational guide to membership-initiated technical activities by ITE Councils

within the overall context of the strategic plan. It includes information on the direction, objectives and roles of the Councils as well as specific information on the administration of Council activities. Information in this document will be useful to anyone who leads or participates in Council activities including Council Chairs, Vice Chairs and Executive Committee members, council committees and the general membership of the Councils.

### **1.1 Mission**

The mission of the ITE Councils is to enhance professional collaboration and advance the technical body of knowledge through communities of common interest.

### **1.2 Goals and Objectives**

- Provide communities of common interest and disciplines within the larger ITE community of transportation professionals.
  - Enhance collaboration and communication
  - Support innovation and promote creative responses to timely issues
  - Link professionals and practitioners to advance the profession
  - Build connections to other organizations serving the transportation profession
- Serve as a link between these communities of common interest and other elements of the Institute, including the ITE international leadership, Districts/Sections, student chapters, and individual ITE members.
  - Develop communication tools for information sharing
  - Expand the use of the web to engage younger members
- Be the focal point of communities of common interest for activities, creation of new products and professional development.
  - Develop, collect and distribute technical documents and resources
  - Provide a variety of technical activities and projects to engage a broad range of participation

### **1.3 Roles**

The ITE Councils have long been a mainstay and source of strength to ITE. To fulfill their mission, goals and objectives, ITE Councils engage in various activities and are organized into discipline-based entities, with relationships across ITE and external organizations.

Practically, the Councils have been a source of technical materials that have provided valuable guidance to the industry and have served as a source of revenue to support ITE member services and activities. However, in today's environment of reduced budgets, tight job markets and limited time, the trend is toward fewer volunteers with less time to contribute.

ITE Councils are valued for the networking opportunities and access to timely information – most visibly provided through Council newsletters. This is consistent with other research on professional associations that shows that members value associations because they make

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efficient use of time by providing easy access to business connections (networking) and current information.

The following are generally considered measures of success for ITE's Councils:

- Completed volunteer projects
  - Relevant
  - Timely
- Strong Executive Committee
  - Active
  - Responsive
  - All members have a role
- Sponsored sessions
- Regularly published newsletter and other communication tools
- Participation in meetings
- Aware of current and future issues to the profession

### **1.3.1 Activities**

All Councils participate in various activities to engage the communities of professional practice in transportation toward achieving the ITE Councils' goals and objectives. These activities build on the knowledge, ideas and expertise of ITE members and enable the technical work of ITE.

#### ***Information sharing and collaboration***

ITE Councils enhance collaboration and communication within and between our communities of practice. Council newsletters and Council Executive Committee meetings at the Annual Meetings have been the traditional methods used to foster communication.

Councils link between our communities of common interest and other elements of the Institute, including the ITE international leadership, Districts/Sections, student chapters, and individual ITE members. To do this, Councils should develop processes to share information in a timely current manner using the communication tools available and expand the use of the web to engage younger members.

ITE Councils establish linkages between Councils by including representatives to other Councils with common interest, establishing joint project committees and task forces.

#### ***Innovation and current issues***

ITE Councils support innovation and promote creative responses to timely issues and provide a home for specialty topics of interest within a specific practice community. Many of these issues are defined at the large scale through the ITE mega issues with input from the Councils. The Councils then develop products to address them. In addition, individual volunteers may come up with a new idea that needs a forum for expression through a Council.

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### *Advancing the profession*

ITE Councils link professionals and practitioners to advance the profession. Councils are an excellent pool of professionals to tap for questions, comments, feedback on technical topics and technical projects.

### *Participation in technical activities*

ITE Councils provide a variety of technical activities and projects to engage a broad range of participation levels. They develop, collect and distribute technical documents and resources. Councils are particularly successful when they sponsor technical projects – especially when consultant support is provided – and develop materials on new topics for the practicing professional.

### *Relationship to other organizations*

ITE Councils network with peers to build connections to organizations external to ITE serving the transportation profession. Examples of other organizations where ITE members play an important role include but not limited to:

- **TRB Committees** meet during the TRB annual meeting and many meet one other time during the year. These meetings are large and are a major attraction at the TRB annual meetings. These meetings provide an excellent networking opportunity and a quick way to come up to speed on the current issues within the industry. Membership is rotated every three years. Volunteers serving on TRB committees review papers, develop sessions, organize conferences, identify research needs, develop research problem statements, and produce informational reports.
- **ITS America** has a coordinating council and eight forums. The forums consist of volunteers and are open to any ITS America member. The forums meet during the annual meeting and are attended by a high percentage of all forum members. The forums are managed by a steering committee (Chair, Vice Chair, Secretary, and Project Director), association representatives, U.S. DOT representatives and 4-6 at-large members. Additionally, forums may establish project teams who meet more frequently to develop and manage specific projects. There are also special-interest groups formed to work on projects that are cross-cutting across forums.
- **AASHTO Committee and/or Subcommittee** meetings are held once per year with teleconferences throughout the rest of the year. There is a member from each state that wishes to participate. The chair is a chief executive of a state DOT. Subcommittees are supported by AASHTO staff and the Secretary is an FHWA executive. Meetings consist of briefings and discussions on current issues.
- **APWA** has nine (9) technical committees, each composed of a chair and five members. The committees tend to be more management and leadership oriented with less technical detail due to the broad technical diversity within APWA's membership. APWA members identify primary and secondary areas of interest when they become members and each committee can communicate with these "interest groups" as needed for surveys and technical-area feedback.

### 1.3.2 Organizational Entities

#### *Councils*

Councils are the communities of common interest and disciplines within the larger ITE community of transportation professionals. They:

- Develop programs aligned with the overall goals and objectives to identify and meet needs of members.
- Manage development of products and services.
- Identify volunteer project leaders and teams and motivate them to complete projects.
- Coordinate review and approval of products to ensure high quality.
- Report to the Coordinating Council on activities of Council.
- Keep members and sections/districts up to date on issues and activities within the community of practice.
- Coordinate with and participate in chapter/section/district activities.
- Work with ITE staff to monitor activities and products of related organizations.
- Appoint Council representatives to the Technical Program Committee, SCORP, Ethics Task Force, Sustainability Task Force, and Policy and Legislative Committee.
- Organize and provide leadership in Council-sponsored sessions and technical tours at the Annual Meeting and Exhibit, and Technical Conference and Exhibit.
- Pursue opportunities for joint activities with other professional and transportation industry organizations.
- Coordinate and collaborate with other ITE Councils.

#### *Coordinating Council*

The Coordinating Council provides leadership and coordination of activities across the Councils. The Coordinating Council plays the following roles to assist Councils in identifying, developing, and delivering products to meet the needs of ITE membership:

- Facilitate the development of the overall mission, goals and objectives for all ITE Councils and guide Councils to fulfill these in their work.
- Champion collaboration and communication among the communities of practice represented by ITE.
- Brainstorm issues facing the profession and create action plans to address those issues.
- Stimulate and facilitate the development and delivery of needed technical material and activities by ITE Councils.
- Coordinate the activities of ITE Councils.
- Minimize duplication of effort among ITE Councils and between ITE and other organizations.
- Address those issues that may not be covered by any of the ITE Councils.
- Oversee quality management by ITE Councils to assure that final products meet the high standards expected of ITE.
- Represent interests of ITE Councils before ITE International Board of Direction (IBOD).
- Provide IBOD with mechanisms to address appropriate ITE issues and needs.

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The Coordinating Council will periodically evaluate Council relevancy and productivity and may recommend to IBOD the creation, combination, or dissolution of individual Councils.

***Task Forces***

Task forces may be established by the Coordinating Council to:

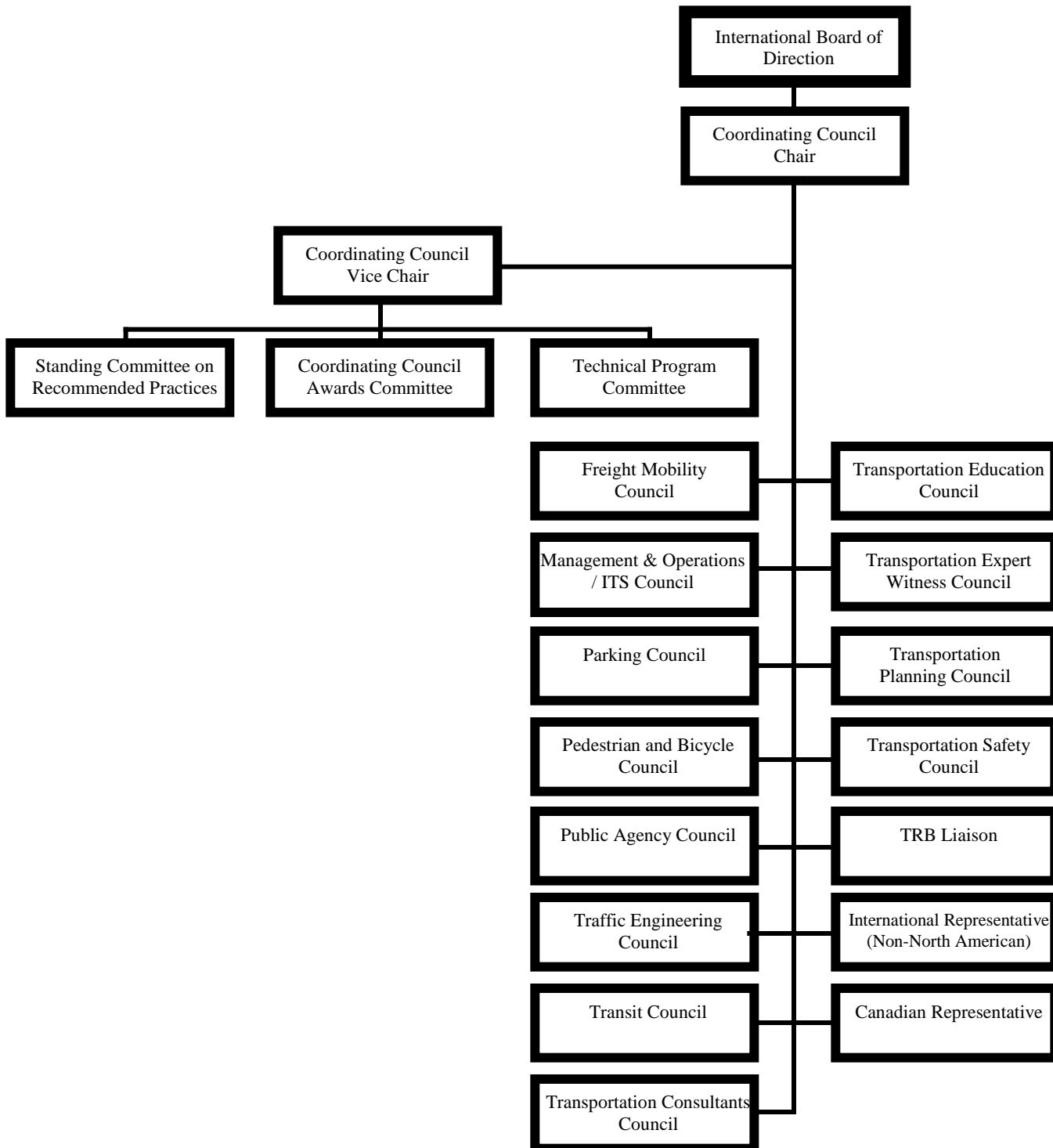
1. Provide focused activities on particular technical or cross-cutting subject for a limited duration.
2. Evaluate whether the interest and activity in a topical area are sufficient to define a community of practice that warrants the establishment of a new Council.

The Coordinating Council may assign a task force to a specific Council, or to the Coordinating Council for oversight.

### 1.4 Relationships

The relationship between the various ITE organizational entities is shown in Figure 1.

**Figure 1. ITE Organization Chart**



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## 2 COUNCILS

ITE Councils serve as the place for transportation professionals to contribute to the advancement of their profession with other like-minded individuals in communities of common interest.

### 2.1 Membership

Membership in ITE Councils provides opportunities to be instrumental in developing technical products and actively contribute to the body of knowledge in a discipline. ITE Council leadership welcomes members' identification of the most important transportation issues to address, and suggestions for products that should be developed to assist in solving them.

Twelve Councils approved by the IBOD are currently available for individual membership among two categories:

- Employer-type Councils:
  - Public Agency
  - Transportation Consultants
  - Transportation Education
  
- Technical Councils:
  - Freight Mobility
  - Management and Operations / Intelligent Transportation Systems
  - Parking
  - Pedestrian and Bicycle
  - Traffic Engineering
  - Transit
  - Transportation Expert Witness
  - Transportation Planning
  - Transportation Safety

Members may belong to one council from each category **free of charge**. Additional council membership annual dues are \$20 per Council. All ITE members, including students, are eligible. An individual may join multiple Councils, by payment of requisite Council dues.

The Transportation Consultants Council is no longer available for company membership, but is open to individual members since January 1, 2011.

### 2.2 Working with Volunteers

Volunteers have long been the backbone of ITE and especially the ITE Councils. Volunteers' commitment and enthusiasm are critical to our continuing success. During any given year, hundreds of volunteers serve ITE in some capacity. Their contributions range from reviewing papers to session development to authoring reports. ITE staff and Council leaders are therefore urged to keep the following ten principles of ITE volunteerism in mind at all times.

1. ***Volunteers are our owners, our workers, and our customers, and should be treated accordingly.***
  - Treat each volunteer member as all three all the time.
  - Mid-level people in a member organization are just as important as top executives.
  - When a member expresses an interest in your Council to a member of your executive committee, it is imperative that contact returns the message whether it is Chair, Vice Chair, volunteer coordinator, corresponding secretary, or other council leader.
  - Staff recognizes that we are not the organization – our members are.
  - All of the following principles flow from this basic premise.
2. ***Successful volunteer committees are not really committees, they are communities.***
  - ITE Councils and their committees should evolve into communities of practice.
  - Our committees spawn relationships, friendships, familiarity. Professional/social networks are formed that can last a lifetime, well beyond any term of appointment.
  - Short term task forces can be part of larger ITE Council.
  - ITE Councils provide long term involvement interspersed with shorter term events.
  - The primary attraction to attend meetings is the opportunity to mix with one's peers.
3. ***People have less time to donate to volunteer activities than ever – so do not waste it.***
  - This is a long term national trend for all volunteer organizations.
  - Time spent therefore must be meaningful to the volunteer.
  - Benefits need to be conveyed from the volunteers' perspective (and their employer's perspective), not the organization's.
  - We must emphasize those things that make us unique from other organizations.
  - The role of volunteers has changed. Today's volunteer will provide input and review products, but few have time for product development.
  - Do not burn up valuable volunteer time in administrivia.
    - Most of volunteer time should be dedicated to stuff they are interested in doing.
    - Meeting agendas should focus on substance of topic, not logistics/administration.
    - Provide easy to use guidelines and tools for volunteers.
      - Keep guidelines simple and flexible – start with objective and find ways to achieve.
      - Link dates, guidelines, and samples.
      - Send reminders in advance.
      - Make full use of technology.
    - Remember, volunteers have a day job.
  - Having some fun is not a waste of time.
4. ***Barriers to participation must be identified and overcome.***
  - Travel funding is the barrier that is cited most often.
  - Find other ways for volunteers to participate besides attending meetings. Our mission is not to run meetings. Options include:
    - Teleconferencing
    - Webcasting: high tech and "low/high" tech
    - Off-line tasks (review of products, provide input, etc.)

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5. ***One of the biggest reasons potential volunteers do not get involved is that no one asked them.***
    - National studies document this.
    - Seek out key people and ask them to get involved.
    - Do not forget younger, diverse participants.
      - Part of long-term community building
      - Can provide a broader perspective and blending of ideas
  6. ***Strong effective committee chairs are not just important, they are necessary.***
    - Do not be afraid to replace – in many cases chair will be relieved.
    - Always have defined terms for chairs.
    - Keep eyes open to identify future leaders in advance.
  7. ***Involve everyone in identifying issues and setting priorities.***
    - Involve board members, volunteer committee members and staff.
    - Priorities match up more often than not, and involvement promotes ownership and buy-in.
    - Set up mechanisms to identify and address cross-cutting issues across committees and Councils.
    - Link Council activities to ITE goals and mega issues, and vice versa.
      - Facilitate Council self assessments and peer reviews.
  8. ***In a volunteer organization, all initiatives are not created equal – focus on those that we cannot afford to let fail.***
    - Do not need to treat all projects the same.
    - Recognize that all initiatives are not equally important.
    - Staff and leaders need to focus resources on those that we cannot afford to let fail.
    - Encourage flexible approaches targeted to meet the need.
      - First determine the objective, and then the best process to meet the objective, rather than the other way around.
  9. ***Always give volunteers the credit, and make them feel appreciated.***
    - Even if volunteers did not contribute that much, try to give them as much credit as possible.
    - Make volunteers feel appreciated.
      - Certificates
      - Complimentary copies of products
      - Names in reports
      - Names in ITE Journal and/or in Council newsletter
      - Awards
    - These are small prices to pay for volunteer labor.
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### ***10. Communicate, Communicate, Communicate!***

- Not just at meeting times, but on a regular basis.
- Remind volunteers that they are part of the organization and community.
- General ITE communications should also be supplemented with interest-specific communications.
- Websites should be organized by customer interest area rather than by organizational structure.
- Establish a volunteer liaison or assign the role to an executive committee member.
- Big splashes for new services and finished products.
- Avoid acronyms and organization-speak.
  - Keep organizational structure simple and understandable.
  - Avoid multi-dimensional matrices, codes, etc.
- Be timely: “The perfect is the enemy of the better.”

## **2.3 Committees and Task Forces**

### **2.3.1 Council Executive Committees**

Each Council shall have an Executive Committee. The size of Council Executive Committees should be kept to a minimum number of members necessary to effectively carry out Council activities. There should generally be no less than six and no more than 12 members of a Council Executive Committee. Each Council Chair serves as member of Coordinating Council.

The Executive Committee:

- Conducts at least two meetings each year, with one being scheduled as part of the Annual Meeting.
- Completes Council Executive Committee Survey (Appendix C).
- Completes Executive Committee Council Annual Assessment (Appendix E).

### ***Members***

ITE members volunteering to serve on a Council Executive Committee will be expected to commit to make best efforts to perform the following tasks:

- Attend Council Executive Committee meetings.
- Assume a leadership or support role in either the overall Council or any specific Council projects that may be proposed and implemented by the Council.
- Support the Council and Council Project Committees to achieve agreed upon goals and objectives.
- Provide the ITE staff liaison with Council-generated materials, as needed.
- Copy ITE Headquarters on all relevant correspondence.
- Support the Council in sponsoring sessions offered at both ITE Technical Conferences and Annual Meetings and Exhibits.

### ***Appointments***

The Chair and Vice Chair are recommended by Council Executive Committee and Coordinating Council Chair, and appointed annually by ITE President for up to three consecutive one-year terms. Any Council Chair and Vice Chair nominee must demonstrate strong leadership and management skills (see Appendix F for additional guidance).

Executive Committee members may be appointed as determined by each Council and appointed by the Council Chair. However, each member should confirm commitment and availability to actively participate. In addition:

- Appointments are for one year, and should not exceed six consecutive years.
- Executive Committee appointments should take into account balance across: ITE districts, ethnicity, gender, age, type of employer, and specialties.
- More than one Vice Chair position may be recommended by the Council Executive Committee for specific functions, subject to the above conditions.
- A Secretary may be appointed to handle duties such as recording Executive Committee minutes and managing the Council's newsletter.

### ***Responsibilities***

- Develop program to identify and meet needs of members.
- Manage development of products and services.
- Identify project leaders and teams and motivate them to complete projects.
- Coordinate review and approval of products generated to ensure high quality.
- Report to the Coordinating Council on activities of Council.
- Keep members and sections/districts up-to-date on issues and activities.
- Coordinate with and participate in chapter/section/district activities.
- Work with ITE staff to monitor activities and products of related organizations.
- Appoint Council representatives to other ITE groups (e.g., Technical Program Committee, SCORP, Policy and Legislative Committee, etc).
- Organize and provide leadership in Council-sponsored sessions and technical tours at the Annual Meeting and mid-year Conference.
- Conduct at least two Executive Committee meetings each year, with one being scheduled as part of the Annual Meeting.
- Draft agenda for the Executive Committee meetings (Example provided in Appendix B).
- Pursue opportunities for joint activities with other professional and transportation industry organizations.
- Coordinate and collaborate with other ITE Councils.
- Complete Coordinating Council Executive Committee Survey (Appendix C).
- Complete Council Annual Assessment (Appendix E).

#### **2.3.2 Other Council Committees**

A Council's Executive Committee may create and/or dissolve other committees to help perform the functions of the Council such as awards, newsletter, and/or specific project committees.

The Council's Executive Committee should identify to ITE Headquarters the people on the Council that are responsible for the following roles:

- Council Awards Chair
- Council E-newsletter Editor
- Council Contact for Monthly Membership Update
- Technical Projects Chair
- Volunteer Coordinator

### 2.3.3 Representatives to Other Groups

ITE Councils are encouraged to designate representatives to other groups, such as peer Councils and external organizations within their community of practice. ITE Councils must name representatives to the following ITE entities:

**Policy and Legislative Committee** - The committee of the IBOD is responsible for the maintenance of ITE's policies and oversight of legislative and regulatory issues that impact the interests of ITE members.

**Ethics Task Force** - The task force of the IBOD was formed to examine ethical issues inherent in the transportation profession and to determine how ITE could best assist its members in this area.

**Standing Committee on Recommended Practices (SCORP)** – This committee of the Coordinating Council assures that ITE procedures for the development and updating of RPs are followed, and that each ITE RP is reviewed at least once every five years to determine if it should be retained as is, updated, or deleted.

**Technical Program Committee** - Members of the Technical Program Committee of the Coordinating Council meet once a year to assist in the development of the upcoming year's Technical Conference and Annual Meeting technical programs. They participate in an on-line review of abstracts submitted in response to ITE's Call for Abstracts, for the upcoming year's meetings.

In addition, ITE Councils must name representatives to the following existing ITE Council Task Forces:

**Sustainability Task Force** - The task force was formed under the Transportation Planning Council to provide recommendations to the ITE Board, Coordinating Council, and staff on ITE activities and programs in the area of climate change and energy as well as fostering the sharing of information between Councils and identifying activities and projects.

**Roundabouts Task Force** - The task force was formed under the Transportation Safety Council to provide recommendations to the ITE Board, Coordinating Council, and staff on ITE activities and programs in design and operation of roundabouts as well as fostering the sharing of information between Councils and identifying activities and projects.

### **2.3.4 Council Task Forces**

Task forces may be established by the Coordinating Council to:

1. Provide focused activities on particular technical or cross-cutting subject for a limited duration.
2. Evaluate whether the interest and activity in a topical area are sufficient to define a community of practice that warrants the establishment of a new Council or a continuing Task Force.

The Coordinating Council appoints the initial Chair and Vice Chair when it establishes a Task Force. The Coordinating Council may assign a task force to a specific council or to the Coordinating Council for oversight. For continuing Task Forces that are assigned to a Council for oversight, the sponsoring Council recommends the Chair and Vice Chair to the Coordinating Council for approval. The guidance for Council Executive Committees in Section 2.3.1 generally applies to Task Forces as well, with the rules and expectations for Council Chair, Vice Chair and Executive Committee in Section 2.3.1 applying to Task Force Chair, Vice Chair and Executive Committee, with exceptions as noted below:

- Council Task Forces prepare Action Plans and Communication Plans independent of their sponsoring Councils. However, their Action Plans and Communication Plans must be consistent with those of their sponsoring Councils.
- Council Task Forces may propose/manage ITE projects and sponsor technical sessions independent of their sponsoring Councils.

### **2.4 Evaluation of Council Effectiveness**

The Coordinating Council leadership strives to promote the effectiveness of Councils in several ways. The purpose of the Council reviews is to:

- Help clarify the chair's role and responsibilities, including setting priorities
- Promote the achievement of desired outcomes by Councils in a timely manner, particularly in relationship to the ITE's latest Strategic Plan goals
- Assure that the mission of the Council is clear
- Provide guidance and feedback to the Chair in a timely manner
- Facilitate collaborative problem solving when shortcomings are identified

The specific actions taken to achieve these goals are discussed in more detail below, and include a Council Annual Assessment, Council Chair Mentoring sessions, and Council triennial review. Section 2.4.4 provides a sample timetable for these reviews. The Chair of the Coordinating Council or her designee may also undertake more frequent, informal reviews, if needed.

#### **2.4.1 Council Annual Assessment**

Council Chair and Executive Committee shall conduct an informal review of Council performance in December of each year to assess the Council's level of activity and outcomes in relation to their adopted Council Action Plan and Communication Plan (Appendix E provides a sample form though Council are free create a format that is consistent with their Action Plan).

Topics to be reviewed include communications, membership participation, products and goal achievement. Summary of the accomplishments of each Council is published annually in the ITE Journal.

#### **2.4.2 Council Chair Mentoring Session**

The Council Chair Mentoring Session is the Coordinating Council's informal coaching and planning meeting held mid-year in Council Chair's first year. The ITE staff collects and compiles the following information:

- Past Chair Survey (Appendix C)
- Executive Committee Survey (Appendix C)
- Council Chair Report (Appendix D)
- Council Annual Assessment
- Council Action Plan
- Council Communication Plan

The Coordinating Council Chair, Vice Chair and Secretary review the material with Council Chair prior to the Annual Meeting (typically in June). Topics reviewed include action plan and communication plan, appointments and proposed changes by Chair, potential opportunities and challenges, member participation and addressing issues of importance to Council members and the Institute.

#### **2.4.3 Council Triennial Review**

The Council Triennial Review is the Coordinating Council's formal review and planning process held first quarter of Council Chair's second year. The ITE staff collects and compiles the following information:

- Executive Committee Survey (Appendix C)
- Council Chair Report (Appendix D)
- Prior Year
  - Council Annual Assessment
  - Council Action Plan
  - Council Communication Plan
- Current Year
  - Council Annual Assessment
  - Council Action Plan
  - Council Communication Plan

The Coordinating Council Chair, Vice Chair and Secretary will review Council Survey Reports with Council Chair during a triennial review following the January Council meetings (typically in February). Topics reviewed include achievement of Action Plan and Communication Plan Goals, overall diversity of representation on the executive committee, evidence of succession on executive committee through involvement and mentoring, most significant successes/challenges within the previous 18 months, membership participation and any special concerns and challenges.

#### 2.4.4 Council Appointment and Review Timeline

June 30, 20xx - 1	Recommendation of new Council Chair/Vice Chair to CoCo Leadership Team for vetting/nomination to the ITE IBOD Executive Committee
August 1, 20xx - 1	Approval by ITE IBOD Executive Committee
Annual Meeting, 20xx -1	Appointment letters from ITE President distributed to incoming Chairs
September through December 20xx - 1	Transition of old Council Chair to new Chair
January 1, 20xx	Date of appointment of Council Chair/Vice Chair
January ~15, 20xx	Council Chair Orientation Session during TRB annual meeting
June, 20xx	Council Chair Mentoring/Coaching Session
February 20xx +1	Council Chair Review

#### 2.4.5 Council Creation and Dissolution

The Coordinating Council will periodically evaluate Council relevancy and productivity and may recommend to IBOD the creation, combination, or dissolution of individual ITE Councils. Task forces shall be established for proposed new ITE Councils to evaluate whether the interest and activity warrant the establishment of a new Council.

### 2.5 Awards

#### 2.5.1 Council Awards

Councils may develop a program for award(s). The establishment of all awards must have final approval by IBOD. Initiation of any award should adhere to the following:

- Be oriented to development of technical products that were completed in the prior year.
- Have approval of ITE Executive Director and the Coordinating Council Chair.
- Have Council Executive Committee approval.
- Have a statement of scope and evaluation criteria established.
- Be based upon a total volunteer effort.
- Be awarded only when the Council's evaluation committee deems submittals as meeting minimum quality standards.
- Each Council may have a maximum of two awards presented at the ITE Annual Meeting Awards Dinner.

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All awards and recognitions are subject to final approval by the IBOD. Please refer to the International Board of Direction Procedures for a listing of all current Council awards.

## **2.6 Council Products**

Council activities leading to the development of products for communities of practice should be aligned with the goals and objectives of the ITE Councils, informed by the mega issues identified by the IBOD, and consistent with the ITE Strategic Plan. Products of ITE Councils should be collaborative in nature and Councils are encouraged to support innovation and promote creative responses to timely issues. One of the primary goals of an ITE Council is to be the focal point of communities of common interest for activities, creation of new products and professional development, specifically to:

- Develop, collect and distribute technical documents and resources
- Provide a variety of technical activities and projects to engage a broad range of participation

Involvement in Council projects is open to members and nonmembers of Councils and ITE. Project leaders must be members of ITE unless otherwise approved by the Coordinating Council.

### **2.6.1 Types of Products**

Many types of products and activities may be generated by ITE Councils, a large variety of which are listed in Appendix G. When a council forms a group to create a product, it is important to examine the intended audience, purpose, process and intended outcome of the product so that it meets the goals of ITE Councils.

### **2.6.2 Proposed Council Projects**

Proposed Council products shall be submitted via a Council project approval form (Appendix A).

- Following Council Chair approval, project proposal form must be completed and submitted to Coordinating Council Secretary. ITE Deputy Executive Director and appropriate ITE Council staff liaison should be copied on submittal.
- Funded project proposals will be reviewed and approved by ITE Executive Director, President and Coordinating Council Chair.
- Coordinating Council Chair shall provide a decision to the appropriate Council Chair.
- Upon approval, the project will be added to the ITE project database.

### **2.6.3 Product Reviews and Approvals**

- Each ITE Council shall be responsible for assuring written products are reviewed by competent reviewers.
- The review process should be tailored by type of product.

### **2.6.4 Informational Products**

Informational products contain information on a broad range of issues, procedures, or applications. Such products are prepared for information purposes only and do not include ITE

recommendations on the best course of action or the preferred application of the data contained therein. The majority of products prepared by ITE Councils are informational.

All informational products (reports, white papers, seminars, sessions, etc.) shall be reviewed and approved within the appropriate ITE Council. Review and approval shall include the following:

- Approval by the committee or group developing the product (not necessary if product developed by an individual).
- Approval by a separate review committee, consisting of at least three qualified persons appointed by the Council Chair, and including at least one member from the Council's Executive Committee. Examples of review committees include:
  - ITE Council Executive Committee.
  - A standing committee, which reviews all informational products.
  - A review committee assigned for that specific project.
  - At least one representative from the appropriate Council(s), if the product or topic directly relates to another ITE Council
  - Technical/editorial review at ITE Headquarters.

For further background on preparation of such a report, refer to "ITE Guidelines for Preparation of Informational Reports" at [www.ite.org/pdf/irmanual.pdf](http://www.ite.org/pdf/irmanual.pdf).

### **2.6.5 Recommended Practices and Standards**

The development, review and approval of all products, which include Recommended Practices (RPs) and standards, shall generally follow these steps:

- ITE Council Executive Committee makes recommendation to develop/ update / maintain/ delete a standard or RP.
- A project is proposed and submitted to Coordinating Council Chair for review/approval.
- If financial resources are requested, a proposal is submitted to Coordinating Council Chair, ITE President and ITE Executive Director.
- Once approved the Council Executive Committee designates a working committee.
- Committee develops and ballots the draft standard or RP.
- Council Executive Committee appoints review panel to ballot draft standard or RP.
- Review panel ballots.
- Standard or RP is published to solicit comments.
- Committee considers comments and revises proposal.
- Review panel ballots revised proposal.
- ITE announces intent to adopt and opportunity for appeals.
- ITE Board adopts standard or recommended practice.
- SCORP monitors the review of each standard and recommended practice at least once every five years.

Additional details on each of these steps and the roles of the Council are included in the "ITE Procedures for the Development of Standards and Recommended Practices" as approved by ITE IBOD. These procedures address the regular review of existing standards and recommended practices and the process for withdrawal.

- Development of Standards: [http://www.ite.org/pdf/standproc\\_1.pdf](http://www.ite.org/pdf/standproc_1.pdf).
- Development of RPs: <http://www.ite.org/councils/RPGuide.pdf>.

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### 2.6.6 Policies and Positions

- An ITE Council may propose ITE policies or positions on issues of concern to the Council.
- Proposed policies or positions developed by an ITE Council should be submitted to ITE Headquarters.
- ITE Headquarters will arrange for policies and positions drafted by an ITE Council to be reviewed through ITE Board-approved processes, which includes review by the ITE Policy and Legislative Committee.
- Each ITE Council may appoint one representative to serve on the ITE Policy and Legislative Committee.

### 3 COORDINATING COUNCIL

The Coordinating Council is the leadership for ITE Councils and coordination of activities across the Councils. It is the connection between the communities of practice within ITE and the IBOD. As such, the Coordinating Council provides information and guidance spanning the ITE Councils on timely issues affecting the profession. Examples of the actions taken to support the Coordinating Council's mission, goals, and objectives include:

- Identify opportunities and appropriate approaches to address timely topics and cross-cutting issues
- Develop a menu of project types and formats that reflect the diversity of membership interests and Council make-up across the different Councils
- Review current Council projects in light of the IBOD Strategic Plan Update and the Mega Issues Gap Analysis to identify technical resource needs and products
- Develop an outreach plan to direct activities that increase the involvement of a larger cross-section of the membership (age, geography, area of interest, etc.)
- Develop a communications plan for distributing technical information and Council products
- In coordination with the International Board of Direction, identify technical activities that could be coordinated across the Districts, Sections and Chapters to enhance coordination

#### 3.1 Membership

Membership shall consist of the Chair, Vice Chair, Secretary, Transportation Research Board representative, Canadian District representative, International (non-North American representative) and Chairs of each Council.

#### 3.2 Appointments

##### *Chair*

- Appointed annually by the ITE President.
- Serves up to three consecutive one-year terms.
- Serves as a non-voting representative on IBOD.

##### *Vice Chair*

- Appointed annually by the ITE President.
- Serve up to three consecutive one-year terms. (Generally, Vice Chair will be the candidate to replace the outgoing Chair.)
- Nominations for the Vice Chair position may be made by any ITE voting member, and should normally be an individual with Coordinating Council experience.
- Serves as Chair of the Meetings Technical Program Committee.
- Serves as Chair of the Coordinating Council Awards Committee.
- Serves as Chair of the Standing Committee on Recommended Practices (SCORP).

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**Secretary**

- Shall be assigned by the ITE Deputy Executive Director for Technical Programs.
- Coordinates technical projects between ITE Headquarters and Councils.
- Reviews and facilitates the response process for all Council project proposals.
- Coordinates and manages ITE staff liaisons.

**Council Chairs**

New Chairs are nominated by the outgoing Council Executive Committee. Nominations are sent to the Coordinating Council Executive Committee for review. Recommendations are sent to the International President. The Council Chairs are:

- Appointed annually by ITE International President in coordination with Coordinating Council Chair.
- Serve up to three consecutive one-year terms. (Approximately one-third of Council Chairs are replaced annually.)

**Other Representatives**

The Transportation Research Board representative, the Canadian District representative and the International (non-North American representative) are:

- Appointed annually by ITE International President.
- Serve up to three consecutive one-year terms.

**3.3 Meetings**

The Coordinating Council shall meet at least twice each year, with one meeting being held in conjunction with the Annual Meeting and Exhibit. In addition, the Coordinating Council traditionally meets in conjunction with Annual Technical Conference and the TRB meeting. Teleconferences may be held between these meetings as needed.

- Meetings shall be conducted in conformance with Roberts Rules of Order.
- All Coordinating Council members who are members of ITE shall be eligible to vote.
- A majority of Coordinating Council voting members shall constitute a quorum.

**3.4 Amendments to the Council Operating Guidelines**

Amendments may be made to the ITE Council Operating Guidelines if approved by a two-thirds vote of Coordinating Council members. In order to be acted upon, any such proposed amendments must be offered in writing in advance of a Coordinating Council meeting. However, any changes to the financial procedures are subject to the conditions listed in that section.

**3.5 Committees of the Coordinating Council**

**3.5.1 Executive Committee**

The Executive Committee is authorized to act on business of the Coordinating Council between regularly scheduled meetings. Membership in the Executive Committee of the Coordinating Council shall include Chair, Vice Chair and Secretary.

### **3.5.2 Technical Program Committee**

The Technical Program Committee acts to set the program content of the Technical Conference and Exhibit and the Annual Meeting and Exhibit. The Committee typically meets in September or October prior to the two conferences. The Coordinating Council Vice Chair serves as the Chair of the Technical Program Committee. Composition of the Committee involves representatives from the host committee, ITE Councils, and liaison member(s).

### **3.5.3 Standing Committee on Recommended Practices (SCORP)**

The purpose and responsibility of SCORP is to:

- Annually solicit and review proposals from Council Executive Committees for recommended practices (RPs) to include in ITE's core set of RPs.
- Work with ITE Headquarters to make recommendations to IBOD and the Coordinating Council on what RPs should be included in the core set.
- Relay to affected Council Executive Committees the resulting assignments, schedules and available resources for RPs under their purview.
- Continuously monitor the status of assignments and resource allocations and report to the Coordinating Council.
- Assure that ITE procedures for the development and updating of RPs are followed, and that each ITE RP is reviewed at least once every five years to determine if it should be retained as is, updated or deleted.
- Make recommendations to the Coordinating Council and IBOD on procedures for developing and maintaining RPs.

The Coordinating Council Vice Chair serves as the Chair of SCORP. Membership shall include the Coordinating Council Secretary and a representative of each applicable Council to include at minimum the following Councils:

- Expert Witness
- Management & Operations / ITS
- Transportation Safety
- Traffic Engineering
- Transit
- Transportation Planning

Additional at-large members may be appointed by the Coordinating Council.

### **3.5.4 Coordinating Council Awards Committee**

The Coordinating Council Vice Chair shall solicit nominees for an annual award that recognizes the best technical product resulting from work completed and sponsored by a Council in the previous calendar year. This award is not limited to only volunteer projects.

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### **3.6 Coordinating Council Award**

#### ***Nominations***

The Chair of each ITE Council may nominate one eligible project from his/her Council. Nominations shall be submitted to the Chair of the Coordinating Council Award Committee by March 1, and shall consist of a brief narrative (250 words or less) of how the project meets the eligibility and evaluation criteria listed below, plus any tangible products from the project.

#### ***Eligibility***

The eligibility requirements for a project to be considered for the award are:

1. The project must be completed in the year proceeding that in which the award will be given.
2. The project must be performed under the auspices of a Council and be approved by that Council.
3. The project must produce a product(s) which will have utility to ITE, its members, or the profession over time.

#### ***Evaluation Criteria***

The following criteria shall be used by the Coordinating Council Awards in evaluating and recommending the award winner:

1. Usefulness to ITE and/or the profession (meets identifiable need, provides useful service, and/or demonstrates leadership in field)
2. Quality of product
3. Advancement of knowledge, practices, standards
4. Involvement of ITE members
5. Extent of input from within and outside ITE during original development or review phases
6. Perceived impact or significance to the transportation profession.

#### ***The Award***

The Chair of Coordinating Council will make the final selection of the award winner based on the recommendation of the Coordinating Council Award Committee and notify ITE Headquarters by May 1. A plaque will be prepared for presentation to the Chair of the project committee. The winning project and Council will be recognized at ITE Annual Meeting. All awards and recognitions are subject to final approval by the IBOD.

### **3.7 Outstanding Volunteer Special Recognition**

Annual consideration will be given to an individual that has demonstrated significant and sustained volunteer performance in ITE technical activities. The criteria for the special achievement award are as follows:

- Sustained performance over more than one year
- Multi-Council and/or multi-task effort related to Council activities or products
- Entirely volunteer effort

- 
- Nominated by a Council Chair, Coordinating Council Chair or Vice Chair, ITE Executive Director, IBOD Executive Committee Member
  - Approved by Coordinating Council Chair, Executive Director and President

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## 4 ITE HEADQUARTERS SUPPORT

### 4.1 ITE Headquarters Staff

A key staff member shall be assigned to each Council and will serve as the Council liaison to ITE Headquarters (See Figure 2). This individual will either perform or work with other ITE staff in assisting a Council in the following areas:

#### *Administration:*

- Conference Calls
- Management of resources
- Coordination with other Councils
- Conducting mailings
- Development and implementation of various surveys
- Coordination with other organizations
- Serve as an information clearinghouse
- Facilitation of District /Section activities
- Production of products
- Maintenance of projects database subject to individual Council updates

#### *Marketing*

- Publication of Council products
- Pricing and distribution of Council products
- Promotion of Council benefits outside ITE

#### *Communications*

- Copyedit, layout and distribution of Council Newsletters
- Maintenance of Council Web site
- Maintenance of Council List serve
- Coordination of the sponsorship of Conference Sessions
- Disseminate information pertinent to specific Council events
- Guidance and support for media and public relations activities
- Publication of technical papers in ITE Journal

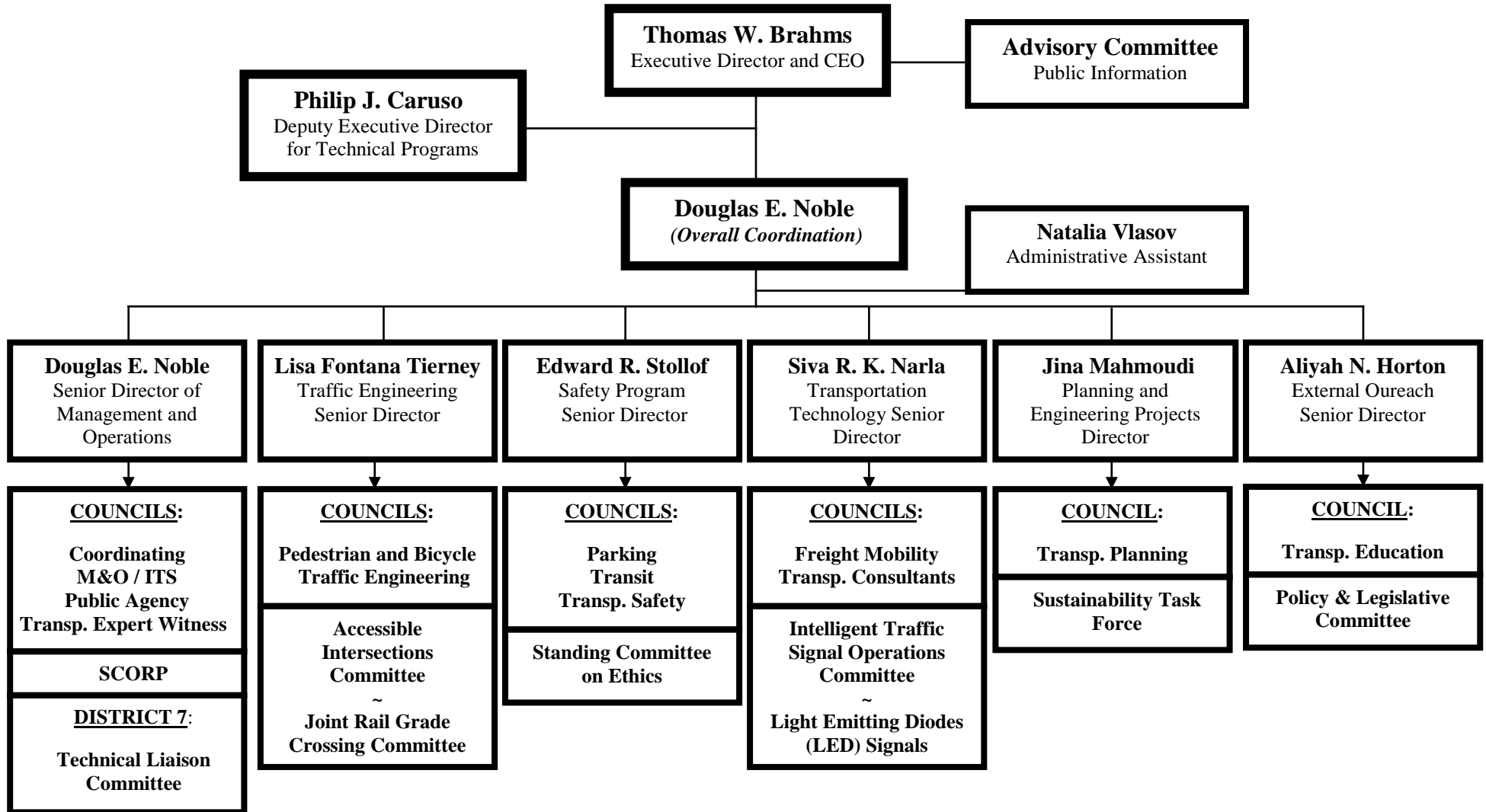
#### *Membership*

- Maintenance of membership roster
- Development of plans for increasing Council membership

#### *Financial*

- Collection of dues
- Processing of reimbursement for all eligible travel expenses
- Maintenance of Council budget

Figure 2. ITE Headquarters Council Liaison Chart



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***Technical***

- Provide guidance and support in the formulation of new projects
- Review of Council products at different stages of development
- Provision of specific technical expertise when appropriate
- Track product development in accordance with established timelines

**4.2 Financial**

**4.2.1 Annual Council Dues**

- IBOD will set the annual dues for individual member Councils, and for the Consultants Council.
- All ITE international dues include one membership to an ITE Council, excluding the Consultants Council
- All individual member Councils will have the same dues for membership.
- The Consultants Council may propose to IBOD changes to their respective dues structures based upon a majority vote of its Executive Committee.
- The Council will be given an opportunity for input prior to IBOD taking any action that would affect the dues structure.

**4.2.2. Eligible Non-Technical Activities**

- Council Executive Committee conference calls
- Rental of special materials of equipment used for Council presentations or programs at major (International ITE) meetings.
- Reproduction of Council products which are to be distributed to Council and/or ITE members or others and which are not revenue producing. If there is any doubt about whether the product will be revenue producing, request clarification from ITE Headquarters.
- Extraordinary costs associated with Council-sponsored technical tours at technical conferences or annual meetings; the purpose of any such subsidy would be to bring costs in line with those of other tours being offered at the same time.
- Awards and plaques.
- Seed money or costs for development and presentation of seminars or other training programs to the extent that revenues do not cover such costs.
- Honoraria to non-ITE member speakers.

## **Appendix A – Project Proposal Form**

# ITE Council Project Proposal Form—Part 1

If you have any questions while completing this form, please contact Douglas E. Noble; [dnoble@ite.org](mailto:dnoble@ite.org) or +1 (202) 785-0060 ext. 148.

**1. Individual proposing the project full contact information:**

(Name, title, employer, address, phone, fax, and e-mail.)

**2. Proposed project title:**

**3. What is the scope or purpose of the proposed project?**

(Please state the relevant goals and objectives of the ITE Strategic Plan that this project would address and consider the International nature of ITE as you develop the project scope/purpose/goal.)

**4. What is the product of the proposed project? Informational Report, Recommended Practice, or other? If “other” please describe. If the proposed project is a Recommended Practice, please also complete Part 2 of this form.**

(Informational Reports produced by the Institute contain information and data on actions or options for use relevant to particular procedures or equipment applications. Content of the Informational Report is based on the experiences of practicing transportation professionals and on research. Such reports are prepared for informational purposes only and SHALL NOT include Institute recommendations on the course of action or the preferred application of the data contained therein. Recommended Practices may include Institute recommendations on the course of action or the preferred application of the data contained therein. Before you decide whether your project will be an IR or RP, you are encouraged to review the procedures for development of both types of projects that are on the ITE's Web page at <http://www.ite.org/councils/index.asp>. The development process for an RP is significantly longer than the IR, and also places long term review responsibilities on the Council.)

**5. Who do you recommend chair/lead the proposed project?**

(Name, title, employer, address, phone, fax, and e-mail. If same as Question 1, just note.)

**6. What ITE Council(s) do you believe should have jurisdiction over the proposed project?**

(This is an optional question. If you are not familiar with ITE's Councils, please feel free to leave blank.)

**7. Who do you recommend as members of the Committee on the proposed project?**

(Consider people who represent all users, the international component/interest, ITE District/Section involvement, and/or non-profit organizations/ professional associations that would expand the relevance of the effort. Please make sure that the proposed Committee is reflective of these considerations.)

**8. What is your estimated time frame for completion of this proposed project? Please be as specific as possible, including proposed meetings of the committee and milestones on development of the project.**

(The project should be considered completed once it has been delivered to ITE HQ for publication or final disposition. ITE recommends that all projects be structured for completion within two years and no longer than three years. Actual publication date will depend on condition of information transferred to ITE HQ, copyright issues that need to be addressed, and publication department schedules.)

**9. What do you estimate the audience for this proposed product to be?**

**10. Why do you believe this proposed project is important for ITE to undertake at this time?**

(In answering this question, please consider the relevant work in the area completed to date and how this project would relate to that work. Databases of existing literature include the ITE Digital Library at <http://www.ite.org>, Transportation Information Research Services (TRIS) at <http://trid.trb.org/>, and the National Transportation Library at <http://ntl.bts.gov/>.)

**11. Do you anticipate this project will be undertaken as a totally voluntary effort? If this is a web-based project, please describe the level of effort you would expect from ITE to support the proposed web project.**

(Please note that administrative costs associated with the proposed Committee such as mailings, meeting space at ITE meetings, and copyediting, layout and design of the final product are costs already assumed by ITE in the project development process and need not be addressed as part of this question. A web-based product is not covered under normal administrative costs. Specific dollar estimates for web-based or non-volunteer efforts in a project should not be included on this form. Those estimates will be established by ITE.)

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**Submittal Information:**

- Following Council Chair approval, project proposal form must be submitted to Douglas E. Noble ([dnoble@ite.org](mailto:dnoble@ite.org)), and copied to the appropriate ITE Council staff liaison. The proposal will be forwarded to ITE CC Chair and Vice Chair for review.
- Projects requesting financial resources or the development/revision of a standard will be reviewed and acted upon by a committee consisting of ITE CC Chair, a designated member of the current International ITE Executive Committee, the appropriate ITE Council Chair, and the ITE Executive Director. ITE Headquarters will inform the requester(s) of the decision to approve/disapprove the project.
- All approved projects will be added to the ITE project database.

# ITE Council Project Proposal Form—Part 2

Please complete Part 2 of this form only if preparing an ITE Standard or Recommended Practice

**The ITE Standing Committee on Recommended Practices, Coordinating Council, and International Board of Direction have adopted the following criteria for the development and retention of ITE recommended practices. Please briefly indicate how your proposed project will satisfy the following criteria:**

1. Is there a need for this Institute Recommended Practice that is not being filled by another organization? Is ITE the most appropriate organization to develop and maintain the Recommended Practice?
2. Is this proposed Recommended Practice of direct concern to the practice of transportation engineers and members of the Institute?
3. Is the proposed Recommended Practice necessary for the protection of life, safety or transportation performance?
4. Will a proposed Recommended Practice unnecessarily interfere with or contribute to the marketing of a product?
5. What is the technical justification for developing this proposed Recommended Practice?
6. Is a combination of volunteer, staff, and financial resources available and committed to support the development and maintenance of the Recommended Practice?

**Please provide the following information in an attachment to this form:**

1. A scope of work, spelling out what the committee will do to accomplish the proposed Recommended Practice task and the resources that will be needed.
2. A preliminary list of potential committee members, describing their backgrounds and reasons for service on the committee, or a recommendation to assign the project to an existing ITE committee or joint committee with other organizations.

**Appendix B – Model Agenda for Council Executive Committee Meeting**

**<NAME> COUNCIL EXECUTIVE COMMITTEE**  
**AGENDA**  
*TIME, DATE*  
*LOCATION*

**1. Welcome and Introductions** **xx min.**  
*This item should be very brief.*

**2. Report from Headquarters and Coordinating Council** **xx min.**  
*Generally, this item will be brief, and usually presented by the Council Chair; but may include a report from ITE Staff and/or the Coordinating Council Chair or Vice Chair. "Hot" ITE issues would generally be included here.*

**3. Newsletter** **xx min.**  
*This item should be reported by the "Editor" and seek ideas and directions for future issues; possible subjects for **ITE Journal** articles might be considered, too.*

**4. Council Sponsored Technical Sessions/Seminars** **xx min.**  
*This item should cover proposals for and status of Council-sponsored session at the upcoming Annual Meeting and Mid-Year Conference. Other items to consider would be recommendations for possible technical tours at both meeting and specialty seminars.*

**5. Council Committee and Product Reports** **xx min.**  
*This item should include a written status report (i.e., tabulation) that covers all technical products; discussion should generally focus on major products, and especially those with problems and issues that need attention. Other committee reports could cover awards, product reviews, etc., if one or more exist.*

**6. Proposed New Products** **xx min.**  
*This item should delve into new and emerging issues that relate to the Council's specialty, and agreement on actions to take (e.g., creating new committee(s), sponsoring a meeting session on the subject, authoring **ITE Journal** and/or newsletter article, etc). The ITE Council Project Directory on the ITE council projects Web site should be used as a guide in identifying council related emerging transportation issues of national priority.*

**7. Other Business** **xx min.**  
*The last item on the agenda should allow for other or new business, time permitting.*

**8. Adjourn** **hh:mm a.m./p.m.**

**Appendix C – Council Executive Committee Survey**

## COUNCIL EXECUTIVE COMMITTEE SURVEY

**Purpose of Survey:** This survey is to be completed by members of the Council’s Executive Committee as input to the Coordinating Council’s review of council activities. Responses will be considered by the ITE Coordinating Council Executive Committee to make recommendations regarding the Council to the Coordinating Council. Feel free to be candid. Comments will be summarized before distribution and respondents’ names will be removed.

Please complete and return this form **no later than {mm/dd/yy}** to Natalia Vlasov, Institute of Transportation Engineers, 1627 Eye Street, NW, Suite 600, Washington, DC 20006, [nvlasov@ite.org](mailto:nvlasov@ite.org) or +1 (202) 785-0609 (fax).

**Name:**

**Council:**

- 1) **Does this Council’s Action Plan and Communication Plan properly serving ITE and its members? Please comment on specific goals, objective and/or actions.**
  
- 2) **Please rate the Council’s performance in the following over the past two years:**

Area	Rating (H=High, M=Medium, L=Low)
Growth in Council membership	
Communications with Council members	
Member participation in Council activities	
Generation of products by Council	
Addressing major issues of concern to Council members and the Institute	
Involvement of the Council Executive Committee members	
Overall performance of the Council	

**Please provide any comments, suggestions for modifications or improvements you have on any of the above items.**

- 3) **Please list major issues facing members of your Council, and any suggestions you may have for how the Council can help to address these issues in the future.**

## **SUMMARY OF COUNCIL EXECUTIVE COMMITTEE SURVEY**

**Survey Summary:** This summary reflects the results of a survey completed by the members of the Council's Executive Committee as input to the council review process.

### **Council:**

- 1) Does this Council's Action Plan and Communication Plan properly serving ITE and its members?**
  
- 2) What is your evaluation of the Council's performance over the past two years?**
  
- 3) What suggestions for modifications or improvements do you have?**

## **Appendix D – Council Chair Report**



## COUNCIL CHAIR REPORT

DEADLINE: {mm/dd/yy}

**Purpose of Report:** This report is to be prepared by the Council Chair. This report is used by the ITE Coordinating Council Executive Committee to make recommendations regarding the Council to the Coordinating Council. Please review the information provided by the ITE Headquarters and respond fully to all the questions.

Please complete and return this form **no later than {mm/dd/yy}** to Natalia Vlasov, Institute of Transportation Engineers, 1627 Eye Street, NW, Suite 600, Washington, DC 20006, [nvlasov@ite.org](mailto:nvlasov@ite.org) or +1 (202) 785-0609 (fax).

### A. GENERAL

**Name of Council:**

**Council Chair:**

**Date Report Prepared:**

### B. HISTORICAL INFORMATION

**1) Number of Council Members:**

Year	Council Membership

**2) Council Action Items Completed in Past Three Years:**

Action Item	IBOD Strategic Plan Goal/ Obj./ Strategy	Date Completed

**3) Council Action Items Currently Scheduled with Projected Completion Dates:**

Action Item	IBOD Strategic Plan Goal/ Obj./ Strategy	Scheduled Completion Date

**4) Council Communication (e.g., newsletters, surveys, Web sites, Wikis, listservs, etc.) in past three years:**

Type of Communication	Response Rate	Date

NOTE: For response rate please indicate # of users sent to/ responded by, # of message threads, and other meaningful information regarding communication reaching the intended audience. Zach Pleasant [zpleasant@ite.org] at ITE Headquarters can help with usage information.

**5) Number of Annual Meeting and Technical Conference sponsored sessions proposed and delivered in past three years:**

Year	Session Title	# Proposed (Delivered)	Conference

NOTE: List sessions coordinated with and delivered at District and Section level as well.

**6) Please rate the Council's performance in the following over the past three years:**

Area	Rating (H=High, M=Medium, L=Low)
Growth in Council membership	
Communications with Council members	
Member participation in Council activities	
Generation of products by Council	
Addressing major issues of concern to Council members and the Institute	
Involvement of the Council Executive Committee members	
Overall performance of the Council	

### **C. PROSPECTIVE VIEW**

- 1) Should this council:  
Continue in its present form? (If no, please explain)**

**Be reoriented, restructured or re-titled? (If yes, please explain)**

**Be merged with one or more other councils? (If yes, please explain)**

- 2) Please briefly describe actions that can be incorporated into the Council Action and/or Communication Plan to improve your Council's performance in any of the areas listed in questions above.**
- 3) Please list major issues facing members of your Council, and how the Councils Action Plan can help to address these issues in the future.**
- 4) Please briefly describe how your Council can help to address each of the current goals, objectives and strategies in the ITE Strategic Plan that affect or can be affected by your Council.**
- 5) Identify any special concerns, challenges, or recommendations relating to this Council.**

**Appendix E – Executive Committee Council Annual Assessment**

## Annual Council Performance Report Form

Item	Accomplishments			
	Communications	Membership Participation	Products	Membership Growth (%)
Objectives (jointly agreed at beginning of year by Specialty Council and Coordinating Council chairs)				
Measures (see below for sample measures and show as applicable to objectives)				
Achieved targeted accomplishments (yes/no)				
Evidence, description (descriptions, references to other documents, etc.)				

*Examples →*

- |  |  |   |  |
|--|--|---|--|
| <ul style="list-style-type: none"> <li>Number of newsletters during year</li> <li>age of most recent member interest survey</li> <li>Number of annual list serve entries per member</li> <li>Number of e-mail messages from council chair or vice chair to all council members</li> <li>Number of e-mail messages from council chair or vice chair to all Ex. Comm. members</li> </ul> | <ul style="list-style-type: none"> <li>Number or percent of members actively participating</li> <li>Number of projects underway staffed with chair and project members <u>with activity</u> during past ½ year</li> <li>Number of Executive Committee meetings or teleconferences with at least ¾ of members participating</li> <li>Percentage of Ex. Comm. members both assigned specific action duties and actively accomplishing them</li> <li>Percentage of total council membership participating in projects.</li> </ul> | <ul style="list-style-type: none"> <li>Number of meeting sessions conducted</li> <li>Number of products produced (e.g., IRs, RPs, white papers, training modules, etc.) in final draft form</li> <li>number of requested reviews completed (e.g., policies, handbook chapters, other products)</li> <li>Number of joint (multiple) council projects initiated</li> <li>Number of other accomplishments</li> <li>Percentage of projects on schedule</li> </ul> | <ul style="list-style-type: none"> <li>Membership growth (%)</li> <li>Market capture (e.g., number of public agencies represented in council)</li> </ul> |
|--|--|---|--|

**Appendix F – Guidelines for the Nomination of  
Council Chairs and Vice Chairs**

## **Guidelines for the Nomination of Council Chairs and Vice Chairs**

This information is provided as supplemental guidance to Section 2.3.1 on Council Executive Committees regarding appointments to Council leadership positions. The Chair and Vice Chair are recommended by the Council Executive Committee and Coordinating Council Chair, and appointed annually by the ITE International President for up to three consecutive one-year terms. It is anticipated that the Vice Chair recommendations originate from within the Council Executive Committee in coordination with current or recommended Council Chairs.

It is expected that only volunteers within the Institute who have historically demonstrated their ability to complete Institute related projects in a timely manner would be considered for the position of either Council Chair or Vice Chair.

In addition the following leadership and management skills are considered essential:

### **LEADERSHIP:**

- Can serve as an inspiration and mentor to other ITE members in achieving the Vision for the Transportation Profession as defined by the International Board of Direction in the Strategic Plan for the Institute,
- Has the proven ability to assemble and motivate a group of subject matter experts who can effectively serve as a team in fulfilling the responsibilities of the Council Executive Committee,
- Can harness ITE volunteers' enthusiasm and commitment to meet the goals of the Council consistent with the ten principles of ITE volunteerism (Section 2.2),
- Has excellent communications abilities in defining Council goals, identifying project team leaders, ensuring follow through in the completion of all Council work efforts and coordinating with ITE Headquarters staff,

### **MANAGEMENT:**

- Based on direction from the Coordinating Council Chair, has the ability to develop a Council Action Plan for formulating and achieving council goals and objectives in coordination with overall ITE Policies and Strategic Plan,
- Can work with council volunteers and ITE Headquarters staff in successfully accomplishing all council goals,
- Has proven qualities in decision making, problem solving, time management and strategic thinking as well as the ability to make and complete commitments within established milestones.

## **Appendix G – Summary of Tools and Program Options**

## Summary of Tools and Program Options

TOOL/PROGRAM	DESIRED OUTCOME								Examples
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	
<b>Recommended Practice</b> Formal documents that outline recommended practices in specific areas of transportation	<b>X</b>	<b>X</b>							Many examples from ITE; process is more time consuming and requires continual updating.
<b>Informational Report</b> Formal documents that provide information on specific areas of transportation		<b>X</b>		<b>X</b>					Many examples from ITE bookstore; may range in length from a few pages to very long.
<b>Tech Briefs</b> Create a toolbox of short technical write-ups on popular and timely topics. These could be done with a more experienced member serving as the lead with a younger member or members writing the brief to engage younger members in “bite-size” projects.		<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>			TRB Electronic Newsletter FHWA/ITE Safety Briefs: <a href="http://www.ite.org/library/inte_rsectionsafety/briefingsheets.pdf">http://www.ite.org/library/inte_rsectionsafety/briefingsheets.p df</a>
<b>Interactive, Web site recruitment toolbox</b> Develop a set of interactive tools that can be used to recruit members. The tools could be downloaded for traditional presentations or provide interactive opportunities on the web.		<b>X</b>			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	Education Council Recruitment Toolbox <a href="http://www.ite.org/councils/Education/Recruitment/default.asp">http://www.ite.org/councils/E ducation/Recruitment/default. asp</a>

TOOL/PROGRAM	DESIRED OUTCOME								
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	Examples
<b>Benefits brochure</b> Develop brochure(s) on the benefits of ITE membership, the application technologies, and funding programs that support transportation						X	X		ITE's brochure, "Your Source for Expertise, Knowledge and Ideas"
<b>Workshop</b> Table top exercises, planning charrettes, or other interactive sessions that engage the attendees in an exchange of ideas and perspectives.			X	X				X	See ITE published programs for spring or Annual Meeting.
<b>Webinars</b> Develop and present web-based seminars on timely and important topics.		X		X					Many conducted by ITE, AASHTO, APA, TRB. ITE HQ can provide more info on development.
<b>Tips &amp; Trends</b> Collect and distribute short information pieces on common issues and challenges. Include these in newsletters, on Web sites, or other timely media.		X					X		
<b>List Serve</b> Provide electronic forum for the exchange of ideas and easy access to peers for information sharing			X	X					Many examples, e.g., Traffic Engineering Council has active. Can be general (like TEC) or specialized (e.g., TMIP travel forecasting).

TOOL/PROGRAM	DESIRED OUTCOME								
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	Examples
<b>Wiki</b> A page or collection of Web pages designed to allow anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are used to create collaborative Web sites and to power community Web sites.			<b>X</b>						A few at ITE, notably Pedestrian and Bike wiki; contact Matt Ridgway. Best known is <a href="http://www.wikipedia.org">www.wikipedia.org</a> .
<b>Newsletter</b> Printed or electronic summary of current news and brief articles on projects or programs		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>				Most Councils publish electronic newsletters
<b>Web Networks</b> Social and professional networks on Facebook, LinkedIn, or MySpace to provide outreach and information sharing between members.					<b>X</b>	<b>X</b>			ITE has presence on several.
<b>Council Web sites</b> Pages on the ITE Web site that provide information on council activities.		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>				Most Councils have; see especially Pedestrian/Bicycle Council.
<b>Archive</b> Electronic, web based archive to provide access to historic publications.		<b>X</b>							National Transportation Library (NTL), Bureau of Transportation Statistics (BTS)

TOOL/PROGRAM	DESIRED OUTCOME								
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	Examples
<p><b>Traveling Workshop</b> Workshops on specific technical topics, available to members at the Section and District levels. These would provide learning opportunities at a local level and allow subject experts to travel to groups who might not otherwise have the ability to travel to conferences or workshops.</p>		<b>X</b>	<b>X</b>		<b>X</b>				Done for some TRB/NCHRP projects.
<p><b>Member Survey</b> Member surveys can easily be administered electronically and provide a method of gathering information on member needs, preferences, and activities.</p>					<b>X</b>				Most ITE Councils have done; contact Doug Noble at ITE HQ for more information.
<p><b>Sponsor Session</b> Councils sponsor sessions at the Technical Conference and Annual Meeting. Sponsored sessions could be expanded to the District and Section level to share information and showcase activities by ITE members.</p>			<b>X</b>		<b>X</b>				Numerous examples from ITE published programs for Spring and Annual Meeting. Contact ITE HQ for more info on deadlines and form for sponsor proposal.

TOOL/PROGRAM	DESIRED OUTCOME								
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	Examples
<p><b>Pecha Kucha</b> Alternative format for panel or information sessions (<a href="http://www.pecha-kucha.org">www.pecha-kucha.org</a>). Each presenter is allowed 20 images, each shown for 20 seconds, giving 6 minutes 40 seconds of time before the next presenter is up. This keeps presentations concise, the interest up, and gives more people the chance to show.</p>			<b>X</b>	<b>X</b>					See <a href="http://www.pecha-kucha.org">www.pecha-kucha.org</a> .
<p><b>Poster Session</b> Alternative format for information sessions that allow a large number of participants, less formal interactions, and one-on-one exchange of ideas.</p>			<b>X</b>	<b>X</b>					TRB hosts extensive poster session as part of its annual meeting.
<p><b>Conversation Circles</b> Provide an opportunity to share information, ideas, and experience. Can be stimulated by white papers, prior sessions, or brief statements.</p>			<b>X</b>		<b>X</b>				Many at San Antonio AM, such as Sessions #6, 11, 16, 21, 26, 31 & 36; see ITEJ July 2009, page 20.
<p><b>Technical Sessions</b> Focused technical sessions can be sponsored to provide technical information and case studies through presentation and discussion.</p>			<b>X</b>	<b>X</b>					Moderated session arranged theater-style that includes 3-5 technical sessions and concluding Q&A period.

TOOL/PROGRAM	DESIRED OUTCOME								Examples
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	
<p><b>Video Conferencing</b></p> <p>Video or teleconferencing can be used to enhance communication and networking between face-to-face meetings.</p>			X		X				Can be one-way or two-way. Technology evolving rapidly.
<p><b>Traffic Bowl and Other Games</b></p> <p>Interactive, fun activities provide opportunities for networking, engaging members in a new format, and sharing information.</p>			X		X	X			See ITE AM program; ITE District 6 has used more than a decade to promote student participation at district meeting.
<p><b>Student Paper Session</b></p> <p>These sessions provide an opportunity for students to showcase their work in a supportive, peer audience format.</p>			X	X		X			TRB hosts several with specialized topics at its annual meeting.
<p><b>Boot Camp for Traffic Engineers and Elected Officials</b></p> <p>Overview sessions that provide basics of traffic engineering to new professionals and elected officials who may make transportation related decisions.</p>			X	X	X		X	X	ITE has held at annual meetings; also APA ( <a href="http://www.planning.org">www.planning.org</a> ).
<p><b>Mentor Program</b></p> <p>More experienced professionals provide guidance and share experience with newer, younger members.</p>			X	X	X	X			Several ITE sections; typically works best where participants live or work in proximity

TOOL/PROGRAM	DESIRED OUTCOME								Examples
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	
<b>Technical Tours &amp; Scan Tours</b> Project or facility tours that allow members to see how others address transportation challenges.			X	X	X		X	X	Can be a few hours to several days in length; several held at ITE AM. Works best when there are physical conditions or facilities to view.
<b>Fireside Chats with Policy Makers</b> Informal meetings with elected officials and decision makers to share information and answer questions about transportation practices.			X				X	X	ITE Annual Meeting.
<b>Case Studies</b> Documenting successful practices and lessons learned for presentation.			X	X			X	X	Numerous examples; USDOT has many. Can be written report or other format.
<b>Student Chapter Councils, Speakers/ Project Review</b> Support student chapters by providing speakers and reviewing student projects.			X	X	X	X			Provide speakers' bureau on areas of expertise; frequently done by ITE sections.
<b>Podcasts</b> Webcasts that can be downloaded to MP3 players for easy viewing options.			X	X		X	X		<a href="http://www.versus.com/tdfstage15">www.versus.com/tdfstage15</a>
<b>Viral Video</b> Video available to view on-line that can be linked to from numerous Web sites and networking pages like Facebook, YouTube, or LinkedIn.			X	X		X	X		<a href="http://www.youtube.com/watch?v=146fb_hn6ye">www.youtube.com/watch?v=146fb_hn6ye</a> on Clearview typeface for signs

TOOL/PROGRAM	DESIRED OUTCOME								
	Provide Guidance	Provide Information	Share Information	Professional Development	Engage Members, Build Community	Recruit New and Younger Members	Support Public Officials and Decision Makers	Build Community and Consensus	Examples
<b>Need &amp; resource inventory</b> An inventory of available information and additional information needs by topic or discipline.		<b>X</b>	<b>X</b>						Sometimes also called 'gap analysis. TRB research program examples.
<b>Student Forum</b> Actual or virtual forum that allows students to interact, share information, and build a network of peers.			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>			
<b>Annotated bibliography by discipline</b> List and description of relevant publications and resource by discipline, including publications by other organizations and sources.	<b>X</b>	<b>X</b>		<b>X</b>			<b>X</b>		Contact specialty libraries (e.g., SDOT or universities) for examples they may have compiled already.
<b>FAQs (Students, Elected Officials)</b> Lists of frequently asked questions and answers developed for various audiences, e.g. students and elected officials.		<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>		New York Met section FAQ's on traffic questions
<b>Career Support (Mock interviews, resume service, hot topics, job evaluation support)</b> Various services and activities to support students, new, and younger members in establishing and advancing their careers in transportation.				<b>X</b>		<b>X</b>			